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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Assistant to DCI  
FROM : Acting Director of Training  
SUBJECT: Weekly Summary Report  
(Combined Report for Weeks beginning 7, 14, and 21 March 1956)

DATE: 3 April 1956

INTRODUCTION

25X1 at [ ] This report concerns the ORR Management Conference held from Monday, 27 February through Friday, 2 March.

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BACKGROUND OF THE CONFERENCE

25X1 Some months ago, OTR was asked by ORR to consider the development of an intensive internally conducted management training course for key senior officials of ORR. A program was gradually developed by the two offices which appeared to AD/RR to meet the requirement and warrant the expenditure of the time of the officials concerned. During the discussions, it became clear that considerable benefit would be gained by holding the conference away from Headquarters, so that the participants could work intensively without distraction, and at the same time get to know each other better than they could in the usual classroom situation. OTR therefore offered to hold the conference at [ ]

PARTICIPATION

25X1 In attendance were the AD/RR, and twelve carefully selected senior supervisory officials of ORR. At the request of the DD/I, the Office of Scientific Intelligence and the Office of Central Reference each enrolled one senior observer-participant. The leader of the conference was [ ]

PURPOSE

The conference was carefully designed to provide a stimulus to individual and collective thinking about management problems and responsibilities, particularly as they related to the long-term productive potential of the Office.

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### CONDUCT OF THE CONFERENCE

Participants were provided in advance with about 600 pages of general background reading. Certain basic theory was presented in lecture form, but most of the time was given over to discussion of selected cases and specific supervisory problems. A sustained effort went into the writing by committees of situation estimates on specific phases of management in ORR.

In general, the instructional approach was to provide a basis in overt management doctrine for constructive criticism of the respective jobs which the participants are doing; to keep before the group a broad picture of management functions as a consistent, comprehensible pattern of responsibilities; to encourage them within this framework, to identify and analyze some of their fundamental, recurring problems; and, once this problem-solving approach to management problems had been established, to give the conferees full freedom to offer, exchange, and criticize ideas.

### COMMENTS OF THE INSTRUCTOR

"This was an extremely well-motivated, intelligent and articulate group of men. They had been cautioned concerning certain inherent risks, among them taking the conference for a week's lark, or on the other hand dealing in destructive personal criticism. From the start they did not fight the frame of reference which had been established for the conference, but took full advantage of the opportunity it offered to deal analytically and honestly with their problems on the job. The lectures typically turned into discussions, and discussions invariably ran longer than the allotted time. This was not entirely unexpected, and other items were dropped out of the schedule to make up time. The group worked hard and late, from ten to fifteen hours a day. An atmosphere of cheerfulness and group feeling was evidenced by good humor, and a total absence of personal bickering."

### INSTRUCTOR'S EVALUATION OF THE RESULTS

"The results of this kind of conference are extremely difficult to assess, but the reaction of all participants was highly favorable. It

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25X1 is a reasonable estimate that communication and coordination in the top three echelons of the Office may be facilitated in a general way for a long time to come. The major results will have to be assessed by the A/D, however, over a period of several months. The program was aimed to provide a vehicle of communication for the management elements of the Office, and to make these elements more cohesive and more acutely conscious of their joint responsibilities. The most meaningful evidence of accomplishment in these respects will come only through actual management performance."

"The major omission in the agenda of this conference was the subject of interpersonal relations, specifically those between the supervisor and the analyst. There is not time in a one-week course to cover this subject adequately, and it was slighted in order to allow time to deal with other matters (particularly an orderly pattern of management functions, and the relationships of Branch, Division and Area personnel with their peers and superiors) with which the conference was inherently better prepared to deal."

COMMENTS OF AD/RR

Dr. Guthe has termed the conference a "resounding success," and has further stated, "Since I was one of those present, I can say with all confidence that everyone gained a great deal from this one week of intensive training, that areas where supervision should be improved were identified, and that distinct advantages will accrue to the Office and to the individuals concerned." He foresees additional requirements from ORR for specialized management courses for selected supervisory personnel.

COMMENTS OF AD/TR

The successful staging of this training to meet this particular objective seems to me a significant accomplishment, and one which is likely to generate additional requests. The Office of Scientific Intelligence has already asked for a similar program in May. The framework of the ORR Conference can be used, with appropriate modifications, to accommodate the requirements of other components, and has the potential for considerable benefit to the Agency as a whole.

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Use of [ ] or some other non-Headquarters site is now believed to be essential to success in this kind of training activity.

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2 - DD/S

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